

“Enhanced Productivity Programme : 2001 - 02” Booklet

Report on EPP Savings -- Inland Revenue Department

Total value of EPP savings in 2001-02 : **\$22.543m**, equivalent to **2.0%** of total recurrent baseline expenditure in that year that is subject to EPP. Total EPP savings (as a percentage of recurrent baseline expenditure subject to EPP) achieved by 2001-02 on a **cumulative** basis is **3.0%**.

| Category | Savings (\$m) | EPP Measures in 2001-02 | Safeguards for Quality Service |
|---------------|---------------|--|---|
| PE/PRE | 0.319 | <ul style="list-style-type: none"> ● Streamline work procedures in processing data in the Computer Section. Automate computer job execution through the use of Execution Scheduling Processor software. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p style="padding-left: 40px;">1 Assistant Taxation Officer 1 Computer Operator II/Student Computer Operator</p> | <p>We shall step up staff training and draw up guidelines and standing instructions on procedural and technical matters, and provide counselling to staff before they are required to take on additional duties in order to ensure that the quality of service will be maintained. Staff can also give their feedback and proposals on EPP through existing communication channels such as Departmental Consultative Committee, General Grades Consultative Committee and Meet-the-Staff Programme.</p> |
| | 0.201 | <ul style="list-style-type: none"> ● Streamline the work procedures in the Field Audit and Investigation Unit resulting in reduction in the requirement of typing services. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p style="padding-left: 40px;">1 Typist (9 months) 1 Typist (8 months)</p> | |

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|----------|---------------|---|--|
| | 0.455 | <ul style="list-style-type: none"> Streamline the work procedures in the Enquiry Service Centre and the Internal Audit Section. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p>1 Assistant Taxation Officer</p> | <p>We shall flexibly redeploy staff and reshuffle their duties to cater for seasonal workload. No staff redundancy will arise as a result of deletion of these posts for EPP. We shall be able to accommodate all deletions and downgrading of</p> |
| | 2.898 | <p>2 Clerical Assistant</p> <ul style="list-style-type: none"> Reallocate duties among officers of the same lines of business activities. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p>2 Assistant Assessor 1 Senior Tax Inspector 1 Tax Inspector I (8 months) 1 Assistant Clerical Officer 1 Clerical Assistant</p> <p>Corresponding reduction in overtime allowance.</p> | <p>posts through natural wastage, release of surplus staff through the Voluntary Retirement Scheme, internal redeployment or deletion of vacant posts. Where redeployment outside the department is involved, we have already obtained the agreement of the relevant Heads of Grades.</p> <p>We shall closely monitor staff performance in terms of both quality and quantity. Applications for overtime work will be assessed critically. Key performance indicators (KPIs) will be formulated to ensure the service quality and regular/ surprise inspections will be carried out by different levels of supervisors to ensure that the KPIs are met. Internal staff survey will be conducted for assessment on service quality.</p> |

| Category | Savings (\$m) | EPP Measures in 2001-02 | Safeguards for Quality Service |
|----------|---------------|---|--|
| | 1.751 | <ul style="list-style-type: none"> ● Reallocate duties of counter officers and streamline procedures in the Business Registration Office and the Stock-borrowing Subsection of the Stamp Office. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p style="padding-left: 40px;">1 Senior Taxation Officer 1 Assistant Taxation Officer 2 Assistant Clerical Officers (22 months) 3 Clerical Assistants</p> | <p>We shall widen the use of information technology in the office which will lead to more effective and efficient work procedures and hence reduce requirement in manpower resources without lowering the service quality.</p> <p>We shall adopt further office automation and computerisation and maximise the utilisation of all existing office equipment to keep up the service standard while reducing the daily operating costs.</p> |
| | 5.566 | <p>Corresponding reduction in overtime allowance.</p> <p><i>Additional Requirements :</i> Creation of the 2 Taxation Officers posts in 2001-02.</p> <ul style="list-style-type: none"> ● Streamline procedures for the assessment of individual taxpayers and step up tax education with a view to keeping requests for advice to the minimum. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p style="padding-left: 40px;">10 Assistant Assessors 17 Assistant Taxation Officers</p> | <p>A re-organisation committee will be set up for formulating re-organisation plans and overseeing the re-organisation processes in relevant sections to ensure that the service quality will be maintained at a high level.</p> |
| | 0.201 | <ul style="list-style-type: none"> ● Simplify work procedures of forms distribution and receipt of mails at the Receipt & Despatch Centre to allow for redistribution of duties to lower rank staff. | |

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| | 2.921 | <p><i>Savings :</i> Deletion of 2 Assistant Taxation Officers post in 2001-02.</p> <p><i>Additional requirements :</i> Creation of 1 Clerical Assistant post in 2001-02.</p> <ul style="list-style-type: none"> ● Increase in office automation and enhancement of the implementation of the multi-skilling scheme of supporting staff leading to reduction in the demand for typing services and clerical support. <p><i>Savings:</i></p> | |
| | 2.719 | <p>Deletion of the following posts in 2001-02 –</p> <p>2 Supervisor of Typing Services (11 months) 2 Senior Typist (20 months) 7 Typist (78 months) 7 Assistant Clerical Officer (65 months) 3 Clerical Assistant</p> <ul style="list-style-type: none"> ● Reduce manual workload by further promoting electronic tax payment and electronic Tax Reserve Certificates. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p>1 Clerical Officer 4 Assistant Clerical Officer (45 months) 2 Clerical Assistant</p> <p>Corresponding reduction in overtime allowance.</p> | |

| Category | Savings (\$m) | EPP Measures in 2001-02 | Safeguards for Quality Service |
|----------|---------------|--|--------------------------------|
| | 0.556 | <ul style="list-style-type: none"> Simplify the filing work in the Profits Tax Unit through computer enhancement. <p><i>Savings :</i> Deletion of 4 Clerical Assistant (47 months) posts in 2001-02.</p> | |
| | 0.489 | <ul style="list-style-type: none"> Reduce by-hand delivery and receipt and despatch services through wider use of information technology including the use of Internet, fax and electronic mail. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> | |
| | 1.696 | <p>1 Clerical Assistant 2 Office Assistant 1 Workman II</p> <ul style="list-style-type: none"> Redesign the workflow and simplify the working procedures in handling the review files and re-schedule the review cycle of corporation files in the Review and Temporary Files Group of the Profits Tax Unit. <p><i>Savings :</i> Deletion of the following posts in 2001-02 –</p> <p>2 Taxation Officer 5 Assistant Clerical Officer (48 months) 3 Clerical Assistant</p> | |

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| | 0.151 | <ul style="list-style-type: none"> Re-arrange the operation schedule to maximise the daily utilisation of the departmental transport team. <p><i>Savings :</i> Deletion of 1 Motor Driver post in 2001-02.</p> | |
| | 0.142 | <ul style="list-style-type: none"> Redesign the workflow for implementation of the Purchasing Card Programme in the Supplies Section. <p><i>Savings :</i> Deletion of 1 Supplies Assistant post in 2001-02.</p> | |
| | 0.172 | <p>Rationalise the manpower establishment in handling property dealing cases to reflect the reduced workloads resulting from the downturn of the speculative transactions in the property markets.</p> | |
| | 2.256 | <p><i>Savings :</i> Deletion of 1 Assistant Clerical Officer post in 2001-02.</p> <ul style="list-style-type: none"> Restructuring the Investigation Sections and the Field Audit Sections in the Field Audit and Investigation Unit. <p><i>Savings :</i> Deletion of 4 Assessor posts in 2001-02.</p> <p><i>Additional requirements :</i> Creation of 1 Assistant Assessor post in 2001-02.</p> | |

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| | 0.050 | <ul style="list-style-type: none"> ● Achieve savings resulting from re-engineering of work process in the Profits Tax Unit and the Inspection Section and re-organisation of duties in Headquarters Accounts Office in 2000-01. <p><i>Savings :</i> Deletion of the following posts in 2000-01 –</p> <p style="padding-left: 20px;">2 Tax Inspector II 1 Assistant Clerical Officer 1 Workman II</p> <p><i>Additional requirements :</i> Creation of 1 Clerical Officer post in 2000-01.</p> | |
| <i>Subtotal</i> | 22.543 | | |
| Total | 22.543 | | |

- PE : Personal Emoluments i.e. Staff salaries and allowances
- PRE : Personnel Related Expenses i.e. Costs related to the employment of staff other than pay and allowances e.g. pensions, staff housing
- DE: Departmental Expenses i.e. The day to day operating expenses of departments e.g. fuel, travelling expenses and furniture
- OC: Other Charges i.e. Significant expenditure peculiar to a particular department's operation
- Subventions i.e. Recurrent payment to non-government bodies in support of their on-going expenses